

# Department Standards Committee

---

## An Update

---

The Committee was created in 1994 by direction from the Secretary to the Assistant Secretary of Environment, Safety and Health to make safety an integral part of the Department's work. The Committee was put in place in direct response to the Secretary's commitment to the National Laboratory Directors and the executives of DOE's major contractors that the Department would provide a more stable and streamlined basis for establishing standards and requirements, particularly for safety, health and environmental protection. The Department Standards Committee membership represents all DOE Headquarters and Field Elements. Members address Department-wide issues relating to Environment, Safety and Health and recommend policy to the Secretary.

- The Standards Committee is the Department's longest standing cross-functional forum, chaired by the Assistant Secretary for Environment, Safety and Health.
- Since its formation the impetus for the Committee's efforts has been the pressing need for standards-based management approaches that can provide more prompt and effective reduction of the many unconventional hazards and uncertainties inherent in the diverse nature of DOE's exploratory missions.
- The Committee actively promotes extensive formal and informal cooperative engagement of all affected parties, its membership includes senior DOE headquarters and field managers, and is supplemented in its work by executives, managers, scientists, engineers and workers from all types of contractors; participants fund their own participation.
- Central to its focus to promote more effective management, the Committee has developed the Work Smart Standards approach to performing work and to standards-based management systems that can be relied upon to support *Doing Work Safely*.
- Formally, the Department Standards Committee develops implementing tools for standards-based work designs tailored to the objectives of individual contracts; it advises DOE senior management on policy related to application of those tools.
- Informally, and of equal value, the Standards Committee serves as a professional forum in which practical issues can be identified and researched for implementing those tools in DOE's complex local and national expectations environments.

## **Current Priorities:**

- DOE Corporate Lessons Learned

The Committee is engaged in a comprehensive examination of DOE corporate lessons learned practices in response to direction by the Deputy Secretary and the Field Managers. The focus of this examination is experience-based work; that is, how to make readily available and usable the best knowledge of the Department and those lessons learned through experiences from DOE and the world-wide science and technology community to improve the management, design and safety of Department work. This focus is supportive of recent statements by Secretary Richardson of the need to improve sharing of knowledge and experience throughout the department.

It is widely accepted that the discovery, preservation and sharing of knowledge is the path to success for leading private companies. The discovery of knowledge has been a hallmark of DOE. Yet the preservation of this knowledge and communicating experiences gained in planning and performing work within organizations, sites and across the DOE complex have not been priorities. The results of this review and subsequent recommendations will support the continued implementation of Integrated Safety Management and seek to identify improved means of disseminating lessons learned throughout the Department's management structure.

- Work Smart Applications

The Committee provides ongoing support and assistance for the current and future applications of the Work Smart Standards (WSS) approach. The Defense Nuclear Facilities Safety Board has formally inquired about the compatibility of the WSS approach and Integrated Safety Management (ISM). In fact, the work of the Committee in developing the WSS approach pre-dated the issuance of the Board's recommendation on Integrated Safety Management and provided fundamental elements of the Department's development and implementation of ISM concepts. However, educating DOE and contractor personnel in the appropriate use of these tools and concepts and communicating how they are intended to work in concert is a significant effort that requires focused resources. The Committee established a team to review the documents that support implementation of the WSS process, lessons learned in implementing the process and to prepare explanations of how the WSS approach and ISM are mutually inclusive. These explanations will be used in continuing communication with the Board and in continuing educational activities within the Department. At Lawrence Livermore National Laboratory the Committee is providing direct support for the lab's implementation of WSS and ISM through participation of experts in the WSS Process on LLNL teams and coaching support from other DOE sites, such as Los Alamos, which have been highly successful in demonstrating the mutual interactions of WSS and ISM.

- Implementation of Integrated Safety Management

The Defense Nuclear Facilities Safety Board Recommendation 95-2 on Integrated Safety Management was directed to the Department's Defense Nuclear Facilities. The Department's Policy 450.5 on Integrated Safety Management extended the ISM concept to all Department activities. The DSC has been integrally involved in development and implementation of the ISM concept since its inception and, in fact, was assigned specific responsibilities in the Department's implementation plan for ISM. Two reports of the Committee, one on Tailoring and one on Integration of DOE Directives and Initiatives were prepared specifically in support of commitments in that plan. The Committee's current examination of Lessons Learned is vital to completing effective implementation of ISM and fulfilling the Department's commitments to the Board.

The Department has established a practice of integrating members of DSC and Safety Management Implementation Team members on work groups helping to implement ISM. The management infrastructure of the Committee enables it to identify cross functional experts from throughout the complex to assist in these efforts. The membership of the Committee represents the highest levels of management in the Department. This level of membership and the involvement of senior laboratory and contractor managers provide for a collegial forum in which the unique interest and needs of non-defense elements of the Department may be considered in the organizational research and development of acceptable approaches for implementing the ISM concepts for the entire Department.